ANIMATION

- A Pose and T -Pose
- Death Animations
- 3rd Person Animations
- Transition/Seconda ry Animations
- Rigging Issues
- First Person
 Camera Issues

Video Link: Animation



VFX

- Missing VFX
- Temporary VFX
- Incorrect VFX



USER INTERFACE

- Dev Text
- Missing UI
- Overlapping UI
- HUD
 Elements/Function
 ality

Video Link: User Interface



0009

CODE

- Game Physics
- Crashes
- Freezes
- Asserts
- Fatal SREs
- Lost Connection

Video Link: Code



BUG MATCHMAKING GAME

- Matching images/videos of bugs to the appropriate categories
- Ranking each bug on severity
- These bugs will be used in later training sections, please do not lose them.

Animation

- Character Animations
- Weapon Animations
- ► In-Game Environmental Animations
- Facial Animations
- Motion Capture
- Testing



EXHIBIT NO.: E 17 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

ATTORNEY-CLIENT PRIVILEGE

From: McBain, Martin <mmcbain@ravensoftware.com>

Sent: Friday, January 28, 2022 1:43 PM

To: Clark, Robert

Subject: RE: Animation Dept. Embedded QA members

Good to know, thanks for the info.

From: Clark, Robert < rclark@ravensoftware.com>

Sent: Friday, January 28, 2022 12:33 PM

To: McBain, Martin <mmcbain@ravensoftware.com> **Subject:** RE: Animation Dept. Embedded QA members

Thanks, Martin!

Lau (goes by they/them FYI – apologies for not mentioning) has a degree in Game 3D Art, so has some animation knowledge and an interest in furthering that knowledge. I think it'll work out great.

From: McBain, Martin <mmcbain@ravensoftware.com>

Sent: Friday, January 28, 2022 12:17 PM

To: Clark, Robert < rclark@ravensoftware.com >

Subject: RE: Animation Dept. Embedded QA members

Hey Rob, Elijah will be a great fit for Warzone as has already been involved and worked close with the team.

Rylee has often reached out and we have in the past been looking at how she could support mocap team more, this is a great fit

Lauren, I am less familiar with, but think campaign could be an exciting opportunity for her to work close with the narrative team of animators.

I have attached names below who they will each be reporting to.

The team here is already informed on this and aware of the embedded process.

From: Clark, Robert < rclark@ravensoftware.com >

Sent: Friday, January 28, 2022 10:40 AM

To: McBain, Martin < mmcbain@ravensoftware.com > Subject: RE: Animation Dept. Embedded QA members

Hi Martin,

Thanks for the info! The most immediate thing I'm trying to nail down is training & setup for this Monday 1/31 -Who is the best point of contact for this?

Here's the folks I have assigned to Animation:

CAMPAIGN – Lauren Nebel-Malone - Eric Schlautman

WARZONE - Elijah Sheggeby - Ted Thelen

TECH - Rylee Christen - Tim Uttech

1

EXHIBIT NO.: E 18 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

Rylee has a big interest in Animation (with a focus on Mocap). Lau also has an interest, but less experience with it (she has some, so I think this will be a great opportunity for her). Eli is more neutral on it but he's an excellent tester and I'm sure will do a great job in the role. (TBH we don't currently have a lot of direct interest in Animation with the current QA team roster).

Happy to discuss more!

Robert

From: McBain, Martin mmcbain@ravensoftware.com

Sent: Wednesday, January 26, 2022 8:31 PM
To: Clark, Robert < rclark@ravensoftware.com >
Subject: Animation Dept. Embedded QA members

Hey Robert,

I have broken the roles down into 3 separate areas, ideally 3 separate humans. This should be a really exciting opportunity for those with interest in areas of animation, gameplay, and storytelling to work closely with the team and focus on the areas of development that the animation department are involved in creating.

I also see these roles being more than just gameplay testing and capturing, I see there being opportunities for those interested to work even closer within creative process to become more involved in areas of implementation, scene setup, and tools development. Some of these areas will require further training and skills development, but for those committed, I see these being goals I would like to set and become part of individual career developments.

CAMPAIGN – cinematics, gameplay, facial, 3rd person player locomotion

WARZONE - weapons, gameplay, cinematics, 3rd person player locomotion

TECH - tools and animation pipeline, Rigging, Mocap pipeline, capture

Happy to meet with potential folks and talk in more detail.

Martin McBain

Senior Animation Director | Raven Software | cell.310.795.4615

mmcbain@ravensoftware.com

0002

ATTORNEY-CLIENT PRIVILEGE

From: McBain, Martin <mmcbain@ravensoftware.com>

Sent: Monday, January 31, 2022 10:41 AM **To:** GRP RAVENSOFT - General - Animators

Cc: Nebel-Malone, Lauren; Sheggeby, Elijah; Christen, Rylee; Clark, Robert

Subject: QA embedded Animation department support

Good morning team,

As part of the QA embedding process, we will be seeing 3 new members to the Animation Department joining us today. The goal is to have each report directly to one of the managers below and work closer with the teams providing focused support through development on each of those areas.

We will start the process of adding them to our email groups and team meetings.

CAMPAIGN – Lauren Nebel-Malone Manager – Eric Schlautman
WARZONE – Elijah Sheggeby Manager – Ted Thelen
TECH – Rylee Christen Manager – Tim Uttech

Please welcome Lauran, Elijah and Rylee to the team and support them as they become part of the Animation Department.

Martin McBain

Senior Animation Director | Raven Software | cell.310.795.4615

mmcbain@ravensoftware.com

EXHIBIT NO.: E 19 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

Add a bookmark.





This is the very beginning of your direct message history with @rchristen and @tuttech

You'll be notified for every new message in this conversation. Change this setting

Tuesday, February 1st >



Tim Uttech 77 10:46 AN

Hi Rylee! Jonathan and I wanted to get together to talk about next steps to get you ready for all the things!

Looks like we're all free around 1PM today, I'll send off a meeting invite shortly.



Rylee Christen 10/46 AM

Sounds good! 🗥





Yesterday >



Rylee Christen 9:37 AM

Good morning! I just wanted to give you both an update on where I'm at right now. I downloaded maya and motion builder without any issues. IT let me know that I should be good to go with the drives that I have for both projects so I'm covered there, still waiting on getting set up with the right perforce workspace though. I think thats everything for now!



Jonathan Strong 9:39 AM

That's great to hear! Did they provide any information about the workspace setup? Is that something they're planning on helping you out with today?



Rylee Christen 9/41 AM

Thaven't heard anything either way yet 🤫



Jonathan Strong 9:48 AM

Ok, it'd be worth it to ping them and ask about it. Having the drives is great, but without the right workspace, you won't get the files we need.



Rylee Christen 9:44 AM

I'll give Ries a poke and see if he needs anything else from me today.



Jonathan Strong 9,46 AM

Awesome, thank you!



Tim Uttech 📆 9:57 AM

Thank you for the update, Rylee! Putting out a few fires this morning, but I'd like to circle back with you later today!





EXHIBIT NO.: E 20 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

ATTORNEY-CLIENT PRIVILEGE

From: McBain, Martin <mmcbain@ravensoftware.com>

Sent: Monday, January 31, 2022 11:30 AM

To: Dunn, Kenny; Nieto, Carina; Parilla, Mike; Pohorski, Natalie

Cc: Schlautman, Eric; Uttech, Tim; Thelen, Ted; Torres Pineda, Manuel; Strong, Jonathan

Subject: Animation dept embedded QA support

Hey production,

We are adding embedded QA support to the animation department. The following QA persons will focus on and provide QA support for the listed team/development. Please add to any relevant team and development meetings going forward.

CAMPAIGN – Lauren Nebel-Malone Manager – Eric Schlautman
WARZONE – Elijah Sheggeby Manager – Ted Thelen
TECH – Rylee Christen Manager – Tim Uttech

Thanks,

Martin McBain

Senior Animation Director | Raven Software | cell.310.795.4615

mmcbain@ravensoftware.com

EXHIBIT NO.: E 21 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

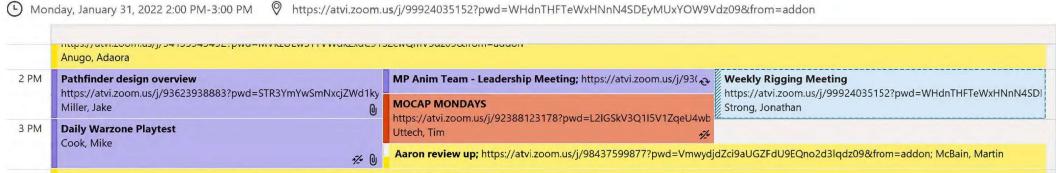
Weekly Rigging Meeting



Strong, Jonathan

Required

Optional Minard II, Shawn; Hernandez, Nathan; Egnew, Michael; Ozanne, Mitchell; Burch, McKenzie; Seccondro, Nicholas; Hall, Kelsey; Bharij, Yashmanyu; Nieto, Carina; Christen, Rylee; Sheggeby, Elijah; Nebel-Malone, Lauren



This is a meeting to pass out studio/project updates and to go over what people are working on.

We'll share the news about updates and then go around seeing how everyone is doing.

0001

EXHIBIT NO.: E 22 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

MOCAP MONDAYS



Uttech, Tim

Required Stephens, Kyle; Skubal, Jeff; Holzapfel, Taylor; Fifield, Caitlyn; Bozarth, Nick; Lechner, Serena; Krystallis, Constantine; Nieto, Carina; Christen, Rylee Optional McBain, Martin

🔾 No Response Required

None

Orange Category

Occurs every Monday effective 8/31/2020 from 2:30 PM to 3:30 PM Accepted on 2/3/2022 10:16 AM.

https://atvi.zoom.us/j/92388123178?pwd=L2lGSkV3Q1I5V1ZqeU4wbVNUY3RxQT09&from=msft (L) Monday, January 31, 2022 2:30 PM-3:30 PM 2 PM Pathfinder design overview MP Anim Team - Leadership Meeting; https://atvi.zoom.us/j/93040251163?pwd=dCttV1RpaW5tczd: https://atvi.zoom.us/j/93623938883?pwd=STR3YmYwSmNxcjZWd1kyZmRwNDBwUT09&from=addon **MOCAP MONDAYS** Miller, Jake https://atvi.zoom.us/j/92388123178?pwd=L2IGSkV3Q1I5V1ZqeU4wbVNUY3RxQT09&from=msft **Daily Warzone Playtest** Uttech, Tim Cook, Mike Aaron review up; https://atvi.zoom.us/j/98437599877?pwd=VmwydjdZci9aUGZFdU9EQno2d3Iqdz09&f 4 PM Media team weekly meeting; https://atvi.zoom.us/j/98246351538?pwd=WGtIZ216Yjg1WGp2ZUVuVHJNHRyUT09&from=addon; McBain, Martin 43

> Right-click or tap and hold here to download pictures. To help protect your privacy, Outbook prevented automatic download of this picture from the Internet.

EXHIBIT NO.: E 23 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

Animation Weekly Sync

NC

Nieto, Carina

🔾 No Response Required

None

Required Nieto, Carina; Schlautman, Eric; Sinclair, John; Holt, Jason; Stampfli, Brooke; Christopher, Jim; Chen, Daphne; Wolfinger, Kelsi; Hoe, James; Daignault, Faith; Laitinen, Nathan; Huynh, Alain; Nebel-Malone, Lauren

Optional McBain, Martin; Krystallis, Constantine; Fifield, Caitlyn; Lechner, Serena; Strong, Jonathan; Ozanne, Mitchell; Minard II, Shawn

Green Category

i Occurs every Monday effective 11/15/2021 until 12/19/2022 from 10:30 AM to 11:30 AM Accepted by McBain, Martin on 11/3/2021 4:30 PM.



Weekly Sync, agenda below:

• Lead Updates: @Schlautman, Eric

Prod Updates: @Nieto, Carina

Mission Updates:

0001

EXHIBIT NO.: E 24 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE



EXHIBIT NO.: E 25 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

Raven Studio

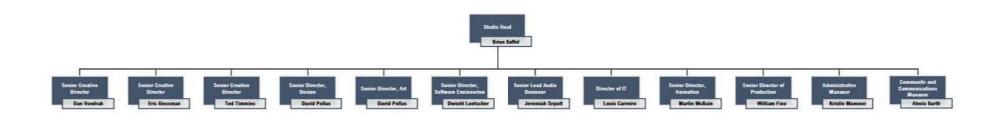
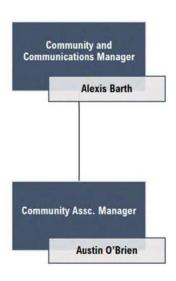


EXHIBIT NO.: E 26 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

Community



Job Description

JOB TITLE: Embedded Tester

Your Mission:

As an Embedded Tester you will be responsible for testing a variety of software. Teamwork and a professional attitude are key in this role. Communication skills, both written and oral must be professional and accurate. Strong interpersonal skills are very important as well as you will be working with a QA lead and many other testers.

- Testing pre-release video games and verifying functionality, data content, performance, usability/playability, and hardware/software compatibility
- Documenting defects
- Build verification tests, Checklist testing
- Regression testing
- Provide detailed gameplay, balance and tuning feedback by using prior gaming experience

Player Profile:

- Strong interest in and passion for video games
- Experience with console gaming (Xbox One, PS4, PC)
- Must be able to play First Person Shooter games
- Sharp attention to detail
- Aptitude to learn quickly and effectively
- Ability to remain focused in a team-oriented environment
- Ability to adapt to rapid changes in test priorities
- Superior work ethic and the ability to work independently with minimal supervision
- Basic PC knowledge, as well as being familiar with Microsoft programs especially Word, Excel
- Strong written and oral communication skills
- High school diploma or equivalent
- Associate's degree in technical field or equivalent work experience in a relevant field. Bachelor's Degree a plus.

EXHIBIT NO.: E 27 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

From:

Actipis, Pete

Sent:

Friday, February 4, 2022 4:31 PM

To:

Pellas, David

Subject:

FW: [Meeting Notes] Warzone Systems Design Standup (10/26/21)

Attachments:

week_10.25.PNG

Same deal, + UI

From: Parilla, Mike <mparilla@ravensoftware.com>

Sent: Tuesday, October 26, 2021 10:52 AM

To: Hodge, Amos <AHodge@Ravensoftware.com>; Urbanek, Brian
burbanek@ravensoftware.com>; Zobler, Sven

<szobler@ravensoftware.com>; Wohler, Jacob <jwohler@ravensoftware.com>; Price, Robert

<rprice@ravensoftware.com>; Kidwell, Brandon <bkidwell@ravensoftware.com>; Williams, JJ

<jjwilliams@ravensoftware.com>; Actipis, Pete <pactipis@ravensoftware.com>; Raffel, Kelson

<KRaffel@Ravensoftware.com>; Timmins, Ted <ttimmins@ravensoftware.com>; Holkenbrink, Amber

<aholkenbrink@ravensoftware.com>

Cc: Heflin, Michael <mheflin@ravensoftware.com>; Traub, Trevor <ttraub@ravensoftware.com>; Camargo, Dominic

<dcamargo@ravensoftware.com>; Rizzi, Terry <trizzi@ravensoftware.com>; de la Torre, Steven

<sdelatorre@ravensoftware.com>; Clark, Robert <rclark@ravensoftware.com>; Riddle, Nick

<nriddle@ravensoftware.com>; Chetrafilov, Duncan <dchetrafilov@ravensoftware.com>; Reel, Brent

<breel@ravensoftware.com>; Christen, Rylee <rchristen@ravensoftware.com>; Mazur, Erin

<emazur@ravensoftware.com>; Hoy, Jesse <jhoy@ravensoftware.com>; Walker, Armon

<awalker@ravensoftware.com>

Subject: [Meeting Notes] Warzone Systems Design Standup (10/26/21)

Action Items:

- Please attend playtests for weapons feedback! (See attachment)
- @Holkenbrink, Amber sync with TA on playlist button for the 24 hour S4 exclusives for Resurgence (if needed)

Full Notes:

- Parilla
 - TU_Eagle Dates
 - Submission 10/26
 - LIVE: 11/03
 - o TU_Fisher Dates

Lock & Branch: 11/08

Final Build: 11/18

Submission 11/21

LIVE: 12/01

- Last few things for weapons getting integrated in
 - Sticker and charm locations from JT / Minard
 - CalUp/CalDown by Chip
 - Incendiary (8705878), ammo overrides (TBD), negative value overrides (TBD)
- Please attend playtests for weapons feedback! (See attachment)
- Brian
 - o Closing out some bugs on my plate
 - o Got my goals done
- Rob

EXHIBIT NO.: E 28 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

- Doing loot the rest of the week
 - Density issue
 - Planning weapons for TU Fisher
 - Talking to Paul Yim on loot tool and getting him what he needs
 - Need to talk to JJ for festive fervor loot
 - Gulag loadouts
- Brandon
 - Bunch of things in Monday (masks lethals, tacitcals)
 - QA requests went out for those
 - Working on master bounty, please and bug fixing
- Jacob
 - Mostly doing gunsmith stuff
 - Frontend making it hard to work with shaders, pinged tech on it
 - o Talked to Mike, might take a detour to attach icons for contracts before returning to gunsmith
- Sven
 - Wrapping up any blockers on S4 weapons
 - Fixed melee anim blocker wrapped yesterday
 - Fixing riot shield so it can equip
 - Fixing sniper ammo reload overrides
 - o After that, should be able to start work on the numbers side of weapons
- JJ
- Today will be an excellent day!
- o Need to talk to Price on loot
- Doing MonsterVerse public and challenge event dressing ideas
- o Red Door finale is today, I think that's it? Pour one out for Red Doors
- Then onto CoDmas!
- Duncan
 - Working through variety of task per usual
 - Got through 1p and audio checks through base weapons
 - Doing more sweeps today
- Amos
 - Closing out everything and getting ready for launch
 - Lots of reviews set up to check content, lots of heads down to ship tstuff
- Ted
 - Similar to Amos, heads down!
 - Great to check contracts last week, did not last long in match since BNX and QA are very good
 - Next iteration pass we should do a quick, small group for a small review to not get so sweeted up
 - Loot problem with VoV, appreciate Rob jumping on that with CReed and Ken
 - Should look at core pillars (weapons, loot, etc) that are always prioritized for updates like this, learning opportunity here
 - BNX quietly made resurgence mode, they should have one ready for Day One that we will take
 - [Pete] Were we aware of this?
 - [Ted] Was on backlog, BNX were working on it for 1.5 and went I spoke to Mario last week his reply was "it could be if you want"
 - [Amber] I need to sync with TA to make sure this is exclusively set for that playlist button
 - [Ted] Good call out, will send you the current playlist plan for that
- Pete
 - Working on your smart goals please, running out of time for those!
- Terry
 - o Loot item defs in magma branch, seeing weapon loot names the same that is causing issues
 - [Rob] Same as in readies have the same? That will be changed with my next loot pass

- [Rob] Had to remove attachments since they were crashing stuff, that will change soon, are errors serious?
- [Terry] More of a visual issue



Table 1	From Jan 24, 2022 to Feb 14, 2022		% of total
	Bugs opened by Raven QA	225	79%
	Bugs opened by Raven (not QA)	59	21%
	Total	284	

Table 2	From Oct 1, 2021 to Feb 14, 2022		% of total
	Bugs opened by Raven QA	2770	83%
	Bugs opened by Raven (not QA)	579	17%
	Total	3349	

Table 3*	From May 18, 2021 to Oct 1, 2021		% of total
	Bugs opened by Raven QA	3999	82%
	Bugs opened by Raven (not QA)	874	18%
	Total	4873	

EXHIBIT NO.: E 29 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

	Colony Dongs Colony Dongs			- 2
Job Name or Profile Name	Salary Range Min	Salary Range Max	Salaried/Hourly	FLSA Exempt ?
QA Functional Tester I	\$ 27,500	\$ 44,000	Hourly	FLSA Exempt :
QA Functional Tester II	\$ 31,900	\$ 51,000	Hourly	
QA Functional Tester III	\$ 37,600	\$ 60,200	Hourly	
QA Functional Tester IV	\$ 43,400	\$ 69,400	Hourly	
· ·			· · · · · · · · · · · · · · · · · · ·	
Ent. Game Designer		ł	Hourly	
Ent. Concept Artist Ent. Prod. (Developer)	\$ 48,600	· ·	Hourly	
` '	\$ 48,600		Hourly	
Ent. Artist	\$ 48,600	\$ 77,700 \$ 77,700	Hourly	
Ent. Tech. Artist	\$ 48,600		Hourly	
Ent. Sys. Eng.	\$ 48,600 \$ 48,600		Hourly	
Ent. Software Eng.		·	Hourly	
Production Coordinator	\$ 48,600	\$ 77,700	Hourly	
Ent. UI Artist	\$ 48,600	\$ 77,700	Hourly	
Assc. Game Designer	\$ 52,000	\$ 83,300	Hourly	
Assc. Community Spec.	\$ 52,000	\$ 83,300	Hourly	
Assc. Artist	\$ 58,300	\$ 93,300	Hourly	
Assc. Prod. (Developer)	\$ 58,300	\$ 93,300	Hourly	
Assc. Software Eng.	\$ 58,300	\$ 93,300	Hourly	
Assc. Motion Capture Tech.	\$ 58,300	\$ 93,300	Hourly	
Assc. Tools Software Eng.	\$ 58,300	\$ 93,300	Hourly	
Assc. Animator	\$ 58,300	\$ 93,300	Hourly	
Assc. Lighting Artist	\$ 58,300	\$ 93,300	Hourly	
Assc. Concept Artist	\$ 58,300	\$ 93,300	Hourly	
Assc. Sys. Designer	\$ 58,300	\$ 93,300	Hourly	
Assc. Tech. Artist	\$ 58,300	\$ 93,300	Hourly	
Associate UX Designer	\$ 58,300	\$ 93,300	Hourly	
Assc. Sys. Admin.	\$ 58,300	\$ 93,300	Hourly	
Assc. Audio Designer	\$ 58,300	\$ 93,300	Hourly	
Assc. Audio Eng.	\$ 58,300	\$ 93,300	Hourly	
Assc. Dialog Editor	\$ 58,300	\$ 93,300	Hourly	
Game Designer	\$ 61,400	\$ 98,300	Hourly	
Video Editor	\$ 61,400	\$ 98,300	Hourly	
Artist	\$ 69,000	\$ 110,400	Hourly	
Level Designer	\$ 69,000	\$ 110,400	Hourly	
Software Eng.	\$ 69,000	\$ 110,400	Salary	Yes
Animator	\$ 69,000	\$ 110,400	Hourly	
Audio Designer	\$ 69,000	\$ 110,400	Hourly	
UX Designer	\$ 69,000	\$ 110,400	Salary	
Software Engineer	\$ 69,000	\$ 110,400	Hourly	
Motion Capture Tech.	\$ 69,000	\$ 110,400	Hourly	
Prod. (Developer)	\$ 69,000	\$ 110,400	Hourly	
Rigger	\$ 69,000	\$ 110,400	Hourly	
Narrative Designer	\$ 69,000	\$ 110,400	Hourly	
Lighting Artist	\$ 69,000	\$ 110,400	Hourly	
FX Artist	\$ 69,000	\$ 110,400	Hourly	

EXHIBIT NO.: E 30 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

NO. OF PGS: 3 **DATE:** 02/16/22 **REPORTER:** JP

UI Artist	\$ 69,000	\$	110,400	Hourly	
Concept Artist	\$ 69,000	\$	110,400	Hourly	
Tools Software Eng.	\$ 69,000	\$	110,400	Salary	Yes
Sys. Designer	\$ 69,000	\$	110,400	Hourly	163
Build Eng.	\$ 69,000	\$	110,400	Salary	Yes
User Exp. Designer	\$ 69,000	\$	110,400	Hourly	163
Sr. Game Designer	\$ 76,000	\$	121,500	Salary	Yes
Sr. Sys. Designer	\$ 85,000	\$	136,000	Salary	Yes
Sr. Lighting Artist	\$ 85,000	\$	136,000	Salary	Yes
Supvr. Sys. Admin.	\$ 85,000	\$	136,000	Hourly	Tes
Sr. Artist	\$ 85,000	\$		Salary	Yes
Sr. Animator	\$ 	\$	136,000	•	Yes
	\$ 85,000 85,000	\$	136,000 136,000	Salary Salary	Yes
Sr. Tools Software Eng.					res
Sr. Tech. Artist	\$ 85,000	\$ \$	136,000	Salary	Van
Sr. User Exp. Designer	\$ 85,000		136,000	Salary	Yes
Sr. Audio Designer	\$ 85,000	\$	136,000	Salary	Yes
Sr. Concept Artist	\$ 85,000	\$	136,000	Salary	Yes
Sr. Prod. (Developer)	\$ 85,000	\$	136,000	Salary	Yes
Sr. Sys. Admin.	\$ 85,000	\$	136,000	Salary	Yes
Sr. Level Designer	\$ 85,000	\$	136,000	Salary	Yes
Sr. FX Artist	\$ 85,000	\$	136,000	Salary	Yes
Sr. Audio Eng.	\$ 85,000	\$	136,000	Salary	Yes
Expert Game Designer	\$ 90,400	\$	144,600	Salary	Yes
Sr. Software Eng.	\$ 94,500	\$	151,100	Salary	Yes
Expert Audio Designer	\$ 101,300	\$	162,000	Salary	Yes
Expert Software Eng.	\$ 101,300	\$	162,000	Salary	Yes
Expert FX Artist	\$ 101,300	\$	162,000	Salary	Yes
Expert Artist	\$ 101,300	\$	162,000	Salary	Yes
Expert Animator	\$ 101,300	\$	162,000	Salary	Yes
Expert User Exp. Designer	\$ 101,300	\$	162,000	Salary	Yes
Expert Motion Capture Tech.	\$ 101,300	\$	162,000	Salary	Yes
Sr. Expert Engine Eng.	\$ 121,500	\$	194,500	Salary	Yes
Prin. Artist	\$ 134,200	\$	234,800	Salary	Yes

7-	Salaı	ry Range	Sala	ary Range	Salaried/H	FLSA
Job Name or Profile Name	Min		Max	X	ourly	Exempt ?
Audio Engineer	\$	61,400	\$	79,900	Hourly	
Expert Concept Artist	\$	101,300	\$	162,000	Salary	Yes
Expert Level Designer	\$	101,300	\$	162,000	Salary	Yes
Expert Lighting Artist	\$	101,300	\$	162,000	Salary	Yes
Expert Systems Administrator	\$	101,300	\$	162,000	Salary	Yes
Junior Animator	\$	48,600	\$	63,200	Hourly	
QA Engineer	\$	48,600	\$	77,700	Hourly	
QA Engineer II	\$	58,300	\$	93,300	Hourly	
Senior Video Editor	\$	85,000	\$	110,500	Salary	Yes
Systems Administrator	\$	61,400	\$	98,300	Hourly	
UI Artist, Senior	\$	85,500	\$	136,000	Salary	Yes

0001 E-30A

EXHIBIT NO.: E 30a **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

NO. OF PGS: 2 **DATE:** 02/22/22 **REPORTER:** JP

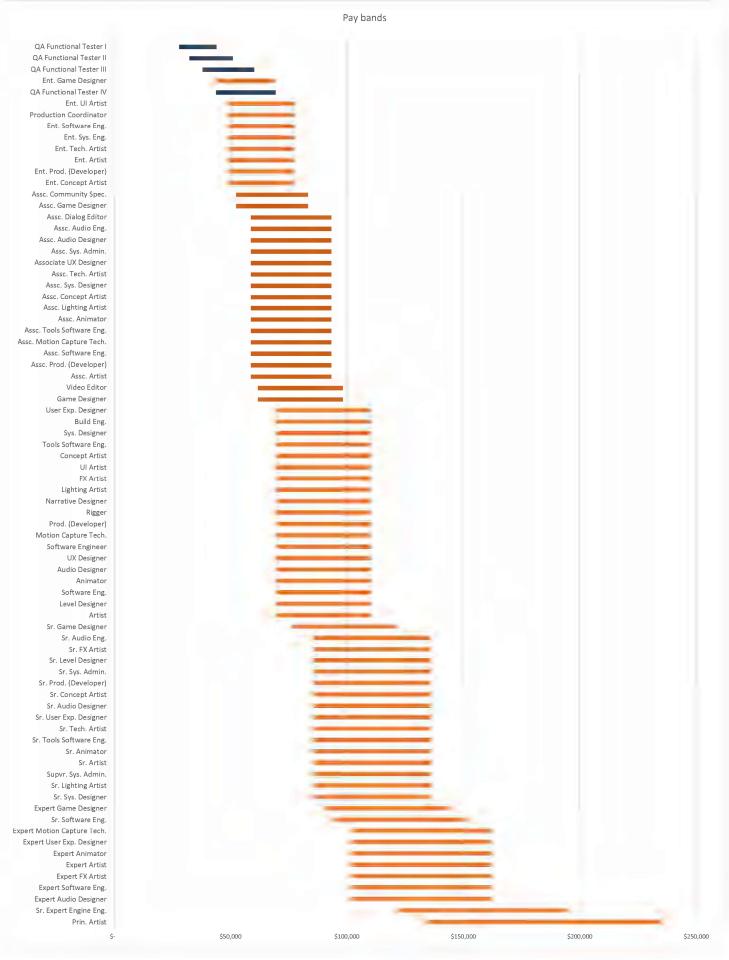


EXHIBIT NO.: E 31 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

NO. OF PGS: 2 **DATE:** 02/16/22 **REPORTER:** JP

ATTORNEY CLIENT PRIVILEGE

From: Thelen, Ted

Sent: Tuesday, February 1, 2022 1:09 PM

To: Sheggeby, Elijah <esheggeby@ravensoftware.com>

Subject: RE: Classic CoD Guns

Thank you sir

From: Sheggeby, Elijah <esheggeby@ravensoftware.com>

Sent: Tuesday, February 1, 2022 11:33 AM

To: Thelen, Ted <TThelen@Ravensoftware.com>

Subject: Classic CoD Guns

MW2

AR

• TAR-21

ACR

SMG

UMP45

Sniper

Intervention

Handgun

• M93 Raffica

Elijah Sheggeby

Raven Software | QA Functional Tester II

EXHIBIT NO.: E 32 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

NO. OF PGS: 2 **DATE:** 02/16/22 **REPORTER:** JP

*Employee Headcount as of February 21, 2022

Job Name or Profile Name	Number of Employees
Animator	5
Artist	8
Associate Animator	7
Associate Artist	10
Associate Audio Designer	1
Associate Audio Engineer	1
Associate Community Specialist	1
Associate Concept Artist	1
Associate Dialog Editor	1
Associate Game Designer	4
Associate Lighting Artist	3
Associate Motion Capture Technician	2
Associate Producer (Developer)	13
Associate Software Engineer	9
Associate Systems Administrator	1
Associate Systems Designer	4
Associate Technical Artist	1
Associate Tools Software Engineer	2
Associate UX Designer	1
Audio Designer	3
Audio Engineer	0
Build Engineer	1
Concept Artist	2
Entry Artist	4
Entry Concept Artist	1
Entry Game Designer	2
Entry Producer (Developer)	6
Entry Software Engineer	1
Entry Systems Engineer	2
Entry Technical Artist	1
Entry UI Artist	1
Expert Animator	2
Expert Artist	5
Expert Audio Designer	2
Expert Concept Artist	0
Expert FX Artist	2
Expert Game Designer	4
Expert Level Designer	0
Expert Lighting Artist	0
Expert Motion Capture Technician	1
Expert Software Engineer	6
Expert Systems Administrator	0

EXHIBIT NO.: E 33 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

NO. OF PGS: 4 **DATE:** 02/22/22 **REPORTER:** JP

Expert User Experience Designer	1
FX Artist	5
Game Designer	2
Junior Animator	0
Level Designer	1
Lighting Artist	3
Motion Capture Technician	2
Narrative Designer	1
Principal Artist	4
Producer (Developer)	5
Production Coordinator	2
QA Engineer	0
QA Engineer II	0
Rigger	1
Software Engineer	15
Senior Animator	4
Senior Artist	13
Senior Audio Designer	2
Senior Audio Engineer	1
Senior Concept Artist	2
Senior Expert Engine Engineer	1
Senior FX Artist	1
Senior Game Designer	1
Senior Level Designer	1
Senior Lighting Artist	4
Senior Producer (Developer)	1
Senior Software Engineer	14
Senior Systems Administrator	1
Senior Systems Designer	2
Senior Technical Artist	2
Senior Tools Software Engineer	2
Senior User Experience Designer	1
Senior Video Editor	0
Supervisor Systems Administrator	1
Systems Administrator	0
Systems Designer	2
Tools Software Engineer	1
UI Artist	2
UI Artist, Senior	0
User Experience Designer	1
UX Designer	1
Video Editor	2
QA Functional Tester I	0
QA Functional Tester II	18
QA Functional Tester III	0
Z111 anonona 1 cotol III	1 0

QA Functional Tester IV	3
Total	247

Brent Reel

CONFIDENTIAL

https://www.artstation.com/brentreel

Profile:

3D game developer skilled in creating game ready assets, and real time VFX for modern game engines.

Education:

The Illinois Institute of Art-Schaumburg Bachelor of Fine Arts in Game Art and Design Graduated June 2018

South Eastern Community College Associates in 3D Animation Graduated June 2014

Technical Skills:

Blender 3D 3DS Max Photoshop Unreal Unity Premiere

Substance Painter

Traditional Skills:

3D Modeling 3D Animation Realtime VFX

UV Unwrapping Texturing Node Based Material Creation

Experience:

Contracted work for Siena Digital Schaumburg, Illinois
October 2018 - Present Unity3D Technical Artist

- Provide insight and suggestions for projects based in Unity 3D
- Troubleshoot issues and research solutions for Unity 3D projects
- Optimize/Depoly existing models for use in Realtime/AR applications
- Create PBR materials for existing models for use in Unity 3D
- Create visual effects to be used in AR applications

Contracted work for L.L.O.Y.D. Agencies

Schaumburg, Illinois

July of 2018 – December 2018

Lead Game Developer

- Manage and organize Unity 3D project file
- Teach interns how to properly work within the Unity 3D ecosystem
- Guide in the development of a VR training program for LLOYD employees
- Develop C# code to be used in the Unity 3D engine
- Refine existing C# code for better optimization
- Debug existing C# code to ensure a smooth gameplay experience
- Explore various technologies and techniques to refine the game/workflow of the team

Intern at L.L.O.Y.D. Agencies Schaumburg, Illinois
March of 2018 – June of 2018 Game Development Intern

- Assist in development of a VR training program for LLOYD employees
- Develop C# code to be used in the Unity 3D engine

EXHIBIT NO.: E 34 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

NO. OF PGS: 3 **DATE:** 02/22/22 **REPORTER:** JP

- Debug existing C# code to ensure a smooth gameplay experience

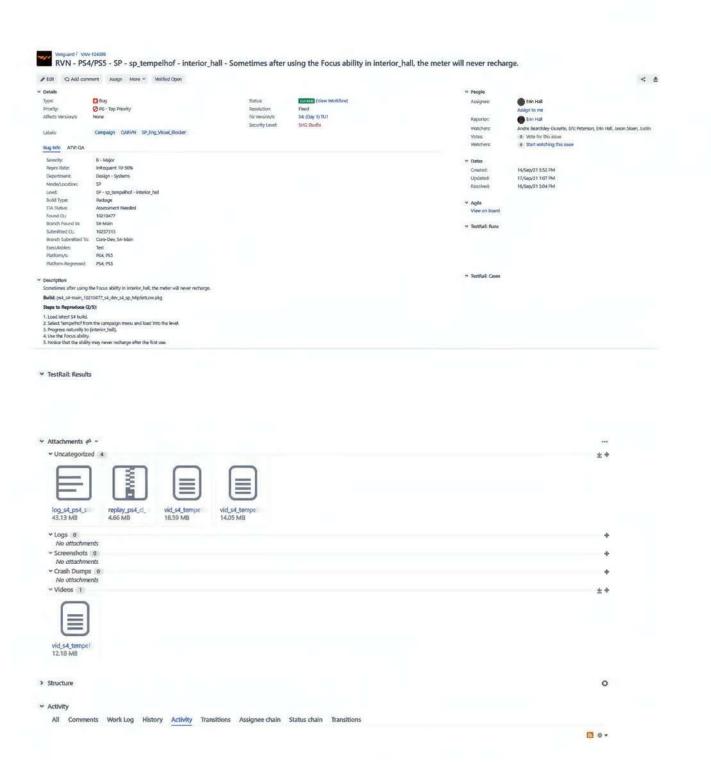
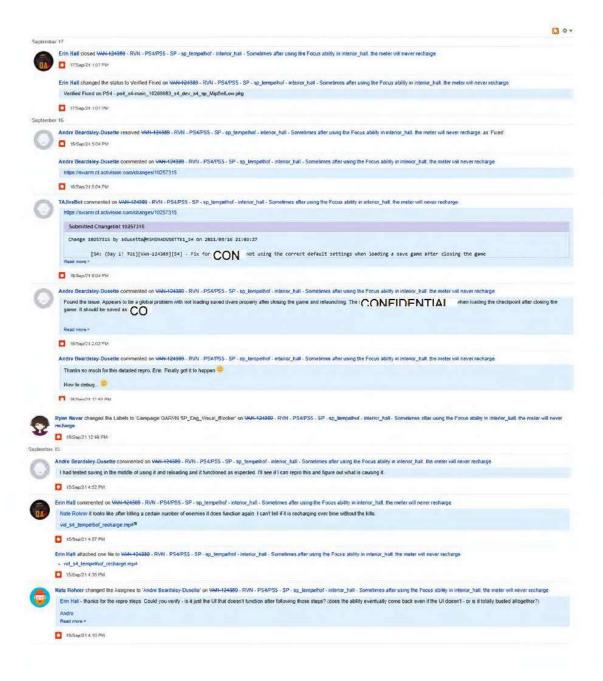


EXHIBIT NO.: E 35 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

NO. OF PGS: 4 **DATE:** 02/22/22 **REPORTER:** JP





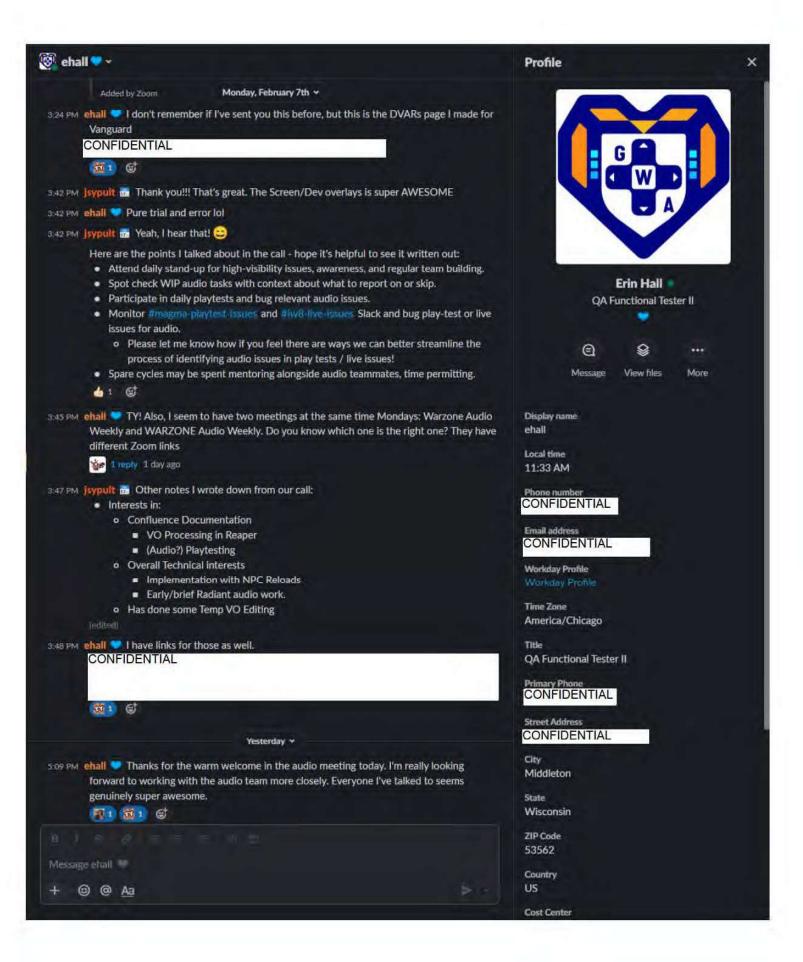


EXHIBIT NO.: E 36 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

NO. OF PGS: 2 **DATE:** 02/22/22 **REPORTER:** JP















Becka Aigner (She/Her) · 3rd

Quality Assurance Tester at Raven Software



Raven Software



University of lowa

Iowa City, Iowa, United States · Contact info

141 connections



Message

More

About

Rebecka Aigner is a Senior Animator cum Art Director with over 8 years of experience in fast-paced Animation and Film industry environments. Organized, detail-oriented, and resourceful, with strong communication skills and the ability to create her own work goals makes her able to work efficiently with minimal supervision. Ms. Aigner focuses on improving workflow procedures to maximize departmental productivity and accuracy in support of high-volume operations. She is skilled with 2D animation, storyboarding, illustration, live action, editing, motion graphics, graphic design, and is familiar with the 3D animation pipeline. She also boasts a strong arts and design professional background which includes a Bachelor of Arts - BA in Cinematography and Film Production, as well as an Art Minor from The University of Iowa.

Activity

141 followers

Becka Aigner commented on a post • 6d

https://www.linkedin.com/in/becka-aigner/

1/8

EXHIBIT NO.: E 37 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

NO. OF PGS: 9 **DATE:** 02/22/22 **REPORTER:** JP



They're lucky to have you!

78

Home 20 saynteentork

Becka Aigner reshared a post • 2mo





See all activity

Experience



Quality Assurance Tester

Raven Software · Contract
Aug 2020 - Present · 1 yr 7 mos
Middleton, Wisconsin, United States



Grasshorse Studios

7 yrs 4 mos

Senior Animator

May 2015 - Aug 2020 · 5 yrs 4 mos 111 North Locust P.O. Box A Winfield, Iowa 52659

- -Assisting in the creation and implementation of 2D animation.
- -Applying a 4-step process in Background Design: thumbnail, sketch,

Director

Sep 2015 - Oct 2016 · 1 yr 2 mos 111 North Locust P.O. Box A Winfield, Iowa 52659 319-257-3388 contact@grasshorse

- -Coordinating and managing animation teams
- -Working with Senior Creatives and Project Managers to estimate jobetimere

Animator, **Ill**ustrator, Graphic Designer

Contract

May 2013 - Oct 2016 · 3 yrs 6 mos

- •2D Animation
- •Story Board Artist ...see more



Intern

Grasshorse Studios

0002 E-37

Jobs





May 2012 - Aug 2012 · 4 mos Winfield Iowa

Home

My Network

Jobs

Character Design, Background Design, and 2D Animation for "Jack the Zack" A Grasshorse Original.

Education



University of lowa

Bachelor of Arts - BA, Cinematography and Film/Video Production, Art Minor

2017 - 2019

Grade: Senior



Southeastern Community College

Associate of Arts and Sciences (AAS), Animation, Interactive Technology, Video Graphics and Special Effects

2011 - 2013

Activities and societies: Animation Club; Secretary, and Vice President



Southeastern Community College

SOUTHEASTERN Associate's Degree, Associate of Arts 2013 - 2014

Activities and societies: Animation Club

Licenses & certifications



Lifeguarding/First Aid/CRP/AED

American Red Cross Issued Feb 2014 · Expired Feb 2016 Credential ID GPWNYW

See credential

Skills

Animation · 14



Endorsed by Steve Jennings who is highly skilled at this

https://www.linkedin.com/in/becka-aigner/

Endorsed by 8 colleagues at Grasshorse Studios





Home

My Network

Jobs

4/8



Endorsed by 3 colleagues at Grasshorse Studios

Computer Animation · 10

Endorsed by 5 colleagues at Grasshorse Studios

See all 20 skills

Courses

2D Design



Associated with Southeastern Community College

Animation



Associated with Southeastern Community College

Projects

Slow Down - Gone West

Mar 2020 - Apr 2020



Associated with Grasshorse Studios

See project

An animated lyric video for the song "Slow Down" by Gone West Directed by Rebecka Aigner and Steven Jennings

Other creators



Oughta Get Drunk - Josh Abbott Band Animated Music Video

May 2019 - Jun 2019



Associated with Grasshorse Studios





See project

My Network Home

Jobs

Music video I both animated for, storyboarded and directed for Josh Abbott's Band Up In Smoke: Desk

May 2019 - Present



Associated with Grasshorse Studios



Live Action PSA for the lowa Department of Public Health Storyboard Artist and Production Designer

See all 18 projects

Honors & awards

Silver ADDY Award

Issued by American Advertising Federation Federation - Cedar Rapids / Iowa City region · Feb 2016



Associated with Grasshorse Studios

I was awarded a Silver ADDY Award for the 30 second commercial: "ETMC: Urgent Care" that I directed for SKAR Advertising.

Interests

Companies

Groups

Schools

Sony Pictures Animation

100,425 followers



Nickelodeon

172,478 followers



See all 23 companies

https://www.linkedin.com/in/becka-aigner/

0005



Q Causes

My Network

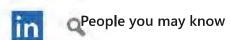
Jobs

Home My Arts and Culture • Civil Rights and Social Action • Environment • Human Rights

https://www.linkedin.com/in/becka-aigner/

0006

6/8



Home

My Network

Jobs



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Marty Neumeier: How to Write Your Way into Your Dream Career

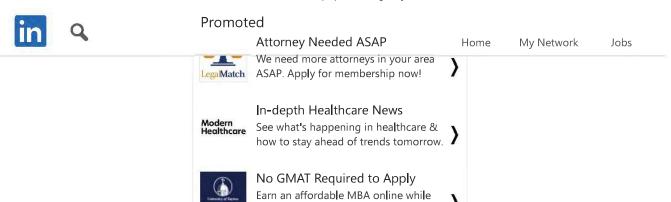
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NEWS GAMING CALL OF DUTY

Activision Blizzard won't recognize Raven Software QA workers' union

29 🟴

The union will now file with the National Labor Relations Board for a vote

ByNicole Carpenter | @sweetpotatoes | Updated Ian 25, 2022, 8:00pm EST

SHARE

https://www.polygon.com/22894041/call-of-duty-warzone-raven-software-union-activision-blizzard[2/7/2022 4:19:24 PM]

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EXHIBIT NO.: E 38 **RECEIVED:** X **REJECTED:**

CASE NO.: 18-RC-289570 **CASE NAME:** RAVEN SOFTWARE

NO. OF PGS: 7 **DATE:** 02/22/22 **REPORTER:** JP



Image: Infinity Ward/Activision

Quality assurance workers at Raven Software, a subsidiary of Activision Blizzard, a unionization push with the <u>Communication Workers of America</u> (CWA). The group, called Game Workers Alliance, is the first group of workers to form a unit under Activision Blizzard. Workers are asking the company to voluntarily recognize the union, which has the support of the "supermajority" of Raven Software QA workers — 78% of the eligible workers, a CWA representative told Polygon.

Some Raven Software QA workers have been on strike since early December, after Activision Blizzard denied new contracts for 12 members of the QA team. The strike of "several dozen workers," according to the Washington Post, has no end date, and management has not yet responded to workers demands.

RELATED

Activision Blizzard's contract workers say they're 'crushed' by toxic culture

"Today, I am proud to join with a supermajority of my fellow workers to build our union, Game Workers Alliance (CWA)," Raven Software QA tester Becka Aigner said in a news release. "In the video game industry, specifically Raven QA, people are passionate about their jobs and the content they are creating. We want to make sure that the passion from these workers is accurately reflected in our workplace and the content we make. Our union is how our collective voices can be heard by leadership."

According to the CWA, Activision Blizzard has not cooperated with worker-organizers. Instead, it's "used surveillance and intimidation tactics, including hiring notorious union busters, to silence workers."

"We ask that Activision Blizzard management respect Raven QA workers by voluntarily recognizing CWA's representation without hesitation," Communications Workers of America secretary-treasurer Sara Steffens said in a statement. "A collective bargaining agreement will give Raven QA employees a voice at work, improving the games they produce and making the company stronger. Voluntary recognition is the rational way forward."

On Tuesday, Microsoft announced its intention to acquire Activision Blizzard — including Raven Software. When the \$68.7 billion deal is finalized in 2023, Activision Blizzard workers will report to Microsoft Gaming CEO Phil Spencer. Until the deal is approved, however, Bobby Kotick will remain as Activision Blizzard CEO, despite workers calling for <a href="https://distriction.org/linearing-new-normalized-number-1009/nicrosoft-number-10

Update (Jan. 21): Activision Blizzard has issued a statement regarding Game Workers Alliance's request for voluntarily recognition.

Activision Blizzard is carefully reviewing the request for voluntary recognition from the CWA, which seeks to organize around three dozen of the company's nearly 10,000 employees. While we believe that a direct relationship between the company and its team members delivers the strongest workforce opportunities, we deeply respect the rights of all employees under the law to make their own decisions about whether or not to join a union.

Across Activision Blizzard, we remain focused on listening closely to our employees and providing the improved pay, benefits and professional opportunities needed to attract and retain the world's best talent. Over the past couple of years, this has included raising minimum compensation for Raven QA employees by 41%, extending paid time off, expanding access to medical benefits for employees and significant others, and transitioning more than 60% of temporary Raven QA staff into full-time employees.

Update (Jan. 25): Activision Blizzard announced Tuesday that it will not voluntarily recognize Raven Software's union. The company's full statement is as follows:

At Activision Blizzard, we deeply respect the rights of all employees to make their own decisions about whether or not to join a union. We carefully reviewed and considered the CWA initial request last week and tried to find a mutually acceptable solution with the CWA that would have led to an expedited election process. Unfortunately, the parties could not reach an agreement.

We expect that the union will be moving forward with the filing of a petition to the NLRB for an election. If filed, the company will respond formally to that petition promptly. The most important thing to the company is that each eligible employee has the opportunity to have their voice heard and their individual vote counted, and we think all employees at Raven should have a say in this decision.

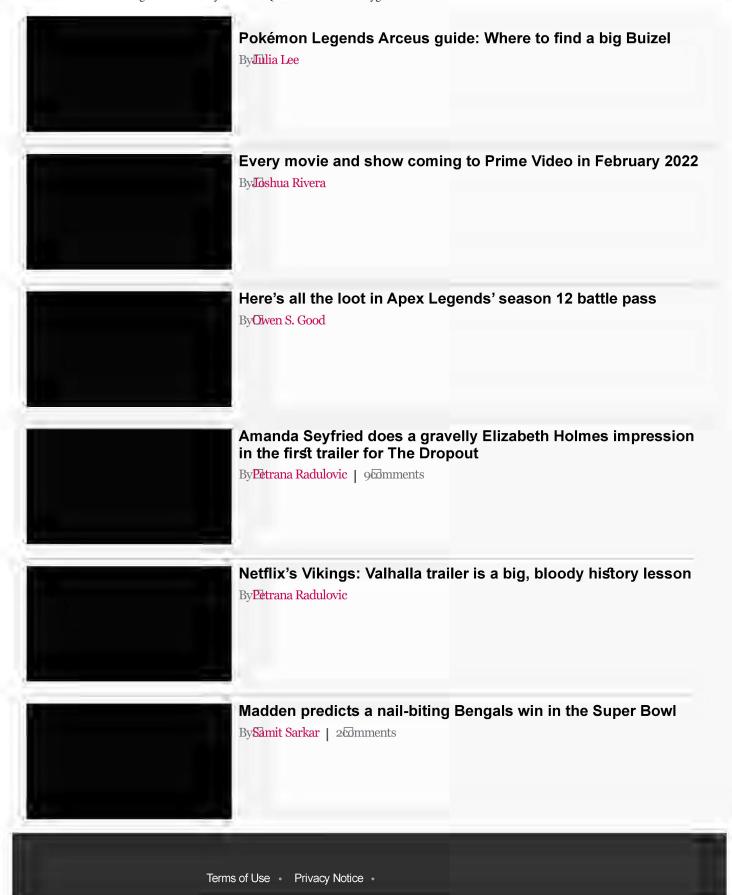
Across the company, we believe that a direct relationship between managers and team members allows us to quickly respond and deliver the strongest results and opportunities for employees. As a result of these direct relationships, we've made a number of changes over the past couple years including raising minimum compensation for Raven QA employees by 41%, extending paid time off, expanding access to medical benefits for employees and their significant others, and transitioning more than 60% of temporary Raven QA staff into full-time employees. We look forward to continuing a direct dialogue with our team and working together to make our workplace better.

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EXHIBIT NOT SUBMITTED

	EMPLOYER		39				
Dock	Name RAVEN SOFTWARE 18-RC-289570 02/22/22		Identified Received Rejected				
This exhibit is not being submitted with this case because it was:							
(Identified, but not offered in evidence; (Identified, received, but withdrawn from evidence;							
(No duplicate was furnished to the Reporter;							
	Withdrawn byin order to make duplicate(s);						
	Retained in the possession of						
	Other						

Signature of Presiding Official